



Health Services
LOS ANGELES COUNTY

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Interim Chief Medical Officer

October 16, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D. 
Interim Director

SUBJECT: **NURSING RECRUITMENT AND RETENTION REPORT
JANUARY 1, 2009 THROUGH JUNE 30, 2009**

This report outlines the progress made by the Office of Nursing Affairs (ONA) on key strategies designed to promote recruitment and retention, reduce and eventually eliminate Department of Health Services (DHS) reliance on nurse registry utilization, and standardize DHS system-wide nursing practices, performances and standards for the period of January 1, 2009 through June 30, 2009.

KEY STRATEGIES

Key strategies include mechanisms and processes to measure and evaluate the efficacy of DHS system-wide nursing activities implemented to maximize operational efficiencies, reduce cost spending and maintain budgetary control. The key strategies components include:

RECRUITMENT

Vacancy rates from January 1, 2009 to June 30, 2009 decreased or stayed level at most DHS facilities (see Attachment I).

The recruitment process continues for Registered Nurses (RNs), Licensed Vocational Nurses (LVNs), and Certified Nursing Attendants (CNAs) with concentration in "Hard-to-Recruit" positions in specialty areas.

- To maximize internal operational efficiencies among nurses an electronic mechanism was implemented to notify 3,844 nurses on the Group Wise system of posted ONA website job announcements
- Ongoing Nurse Recruiter Committee meetings to share best practices and review hiring standards
- Active participation at Community Career and Health fairs

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RETENTION

Retention programs that enhance recruitment include:

Employee Referral Awards Program (ERAP) -ERAP awards current DHS employees for referring RNs to work for DHS. Referring employees may receive up to \$1,000 dollars for referring prospective DHS nurses. During this reporting period, a total of 87 nurses were hired through this program.

Tuition Reimbursement (TR) - TR provides financial assistance to DHS employees pursuing nursing advancement degrees. During this six-month period, \$350,626 TR dollars were distributed to 93 DHS nurses.

Relocation Incentives Program (RIP) - RIP provides financial assistance to RNs that relocate from at least 200 miles outside of Los Angeles County and sign contracts to work for DHS for a minimum of one year. During this reporting period 3 new hires received a total of \$2,250 in RIP monetary awards.

Workforce Development (WFDP) Program – WFDP offers existing DHS nurses and certified nursing attendants career advancement opportunities through academic programs, which contribute to increased retention efforts through contractual employment obligations.

College of Nursing and Allied Health (CONAH) – CONAH recruits students to the RN program and increases retention of graduates at DHS facilities through contractual employment obligations after graduation.

Tutoring and Mentoring Programs (T&MP) - T&MP allows DHS to collaborate with four community nursing schools to offer academic assistance to nursing students to support successful completion of the Registered Nurse (RN) Program. The goal of the program is to increase employment opportunities for the student nurses and graduates at DHS facilities. T&MP partners with East Los Angeles College (ELAC), Glendale Community College, (GCC), Los Angeles Valley College (LAVC) and El Camino College-Compton Community Educational Center (ECC-CCEC). A total of 907 students received DHS T&MP services during this period. Eighty four percent of graduates from the four schools passed the National Council Licensure Examination (NCLEX) and DHS hired a total of 16 RNs through this program. Efforts continue to establish a T&MP in District 4.

DHS REDUCTION OF NURSING REGISTRY

There was a slight increase in Nursing Registry expense from FY 2007-08 to 2008-09 in the amount of \$50,756 (see Attachment II).

Collaboration continues with facility Chief Nursing Officers on a monthly basis to reduce nurse registry expenses through the sharing of best practices and review of overall registry expenses by facilities.

STANDARDIZE DHS SYSTEM-WIDE NURSING PRACTICES, PERFORMANCES AND STANDARDS

Standardized Nurse Competency testing for inpatient, ambulatory care and Juvenile Court Health Services nurses was implemented April 2009 through June 2009.

A total of 8,041 DHS licensed and unlicensed nurses completed the competency testing. Out of the total tested, 837 did not pass the first testing and remediation was provided to those individuals. Out of the total remediated, 22 did not pass the second test and 17 employees did not follow certain testing procedures. Out of this total, 39 employees were referred to the Human Resources Performance Management Unit for disciplinary action.

NEXT STEPS

We have determined that the Nursing Recruitment and Retention Report should be changed from a quarterly to a semi-annual report to provide more meaningful information on workforce trends and use staff resources more efficiently. Therefore, unless otherwise instructed by your Board, this report will now be submitted on a semi-annual basis.

Please contact me if you have any questions or need additional information.

JFS:lq
501:010

Attachments

c: Chief Executive Officer
Acting County Counsel
Executive Officer, Board of Supervisors
Chief Nursing Officer/Director of Nursing

DEPARTMENT OF HEALTH SERVICES
Registered Nurse Vacancy
January 1, 2009 through June 30, 2009

Attachment I

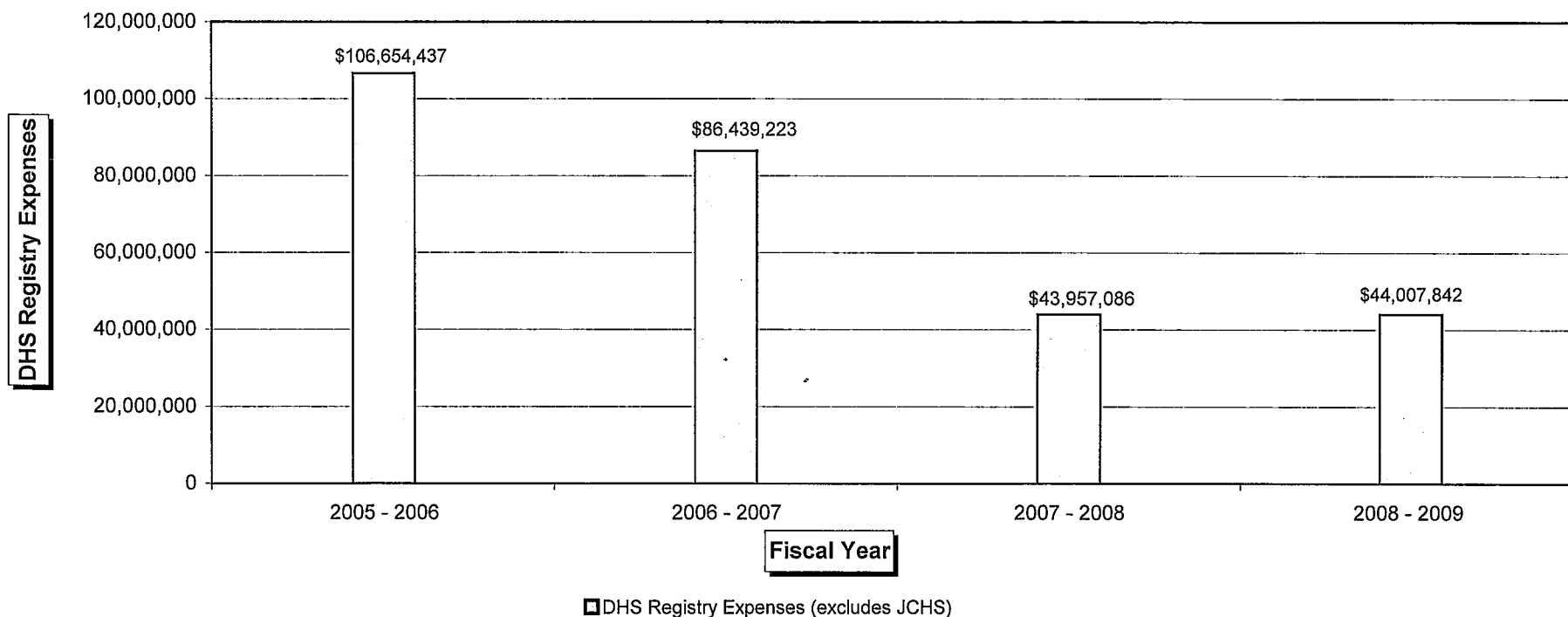
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
High Desert Healthcare System (Dept 130)	# of Vacancy	10	10	8	8.0	9.0	9.0						
	% of Vacancy	14%	14%	12%	12.0	13.0	13.0						
	Turnover Rate	2.01%	0.00%	0.00%	0.00%	0.00%	0.00%						
LAC+USC Healthcare Network (Dept 160)	# of Vacancy	187.2	172.0	147.1	137.2	131.2	140.5						
	% of Vacancy	10.4%	9.6%	8.2%	7.6	7.3	7.8						
	Turnover Rate	0.65%	0.60%	0.38%	5.21%	5.32%	5.17%						
Harbor/UCLA Medical Center (Dept 200)	# of Vacancy	22.9	13.6	17.6	17.9	26.4	23.2						
	% of Vacancy	2.7%	1.6%	2.1%	2.1%	3.1%	2.7%						
	Turnover Rate	1.03%	0.60%	1.11%	0.71%	1.22%	0.51%						
Martin Luther King, Jr. Multi-Service Ambulatory Care Center (Dept 225)	# of Vavancy	0	0	0	0.0	0.0	0.0						
	% of Vacancy	0%	0%	0%	0%	0%	0%						
	Turnover Rate	1.49%	0.00%	0.00%	0.00%	0.00%	0.00%						
ValleyCare Olive View/UCLA Medical Center (Dept 240)	# of Vacancy	37	34	30	25.5	19.5	20.5						
	% of Vacancy	7.0%	6.0%	6.0%	4.8%	3.7%	3.9%						
	Turnover Rate	0.60%	0.60%	0.60%	0.37%	0.74%	0.54%						
Rancho Los Amigos National Rehabilitation Center (Dept 260)	# of Vacancy	32.4	35.8	38.7	42.0	37.0	39.4						
	% of Vacancy	13.9%	15.4%	16.3%	17.7%	15.6%	16.6%						
	Turnover Rate	1.10%	1.10%	1.67%	2.20%	1.7%	0.6%						



**County of Los Angeles
Department of Health Services
Office of Nursing Affairs**



DHS Registry Utilization Report



Data detailed includes Nursing Categories as follows: RNs, Hemodialysis, LVNs, LPTs, Psych Techs, Surgical Techs, and CNAs.
FY 2008-2009 reflects Actual Expenses and Actual Hours as of June 30, 2009

	FISCAL YEAR 2005 - 2009				Variance
	2005 - 2006	2006 - 2007	2007 - 2008	2008 - 2009	2007 - 08 to 2008 - 09
DHS Registry Expenses (excludes JCHS)	106,654,437	86,439,223	43,957,086	44,007,842	50,756